

The Industrialist

inspire. innovate. ignite.



“When the pandemic hit, it enabled us to see a much bigger future, faster as everything leapfrogged into the digital world.”

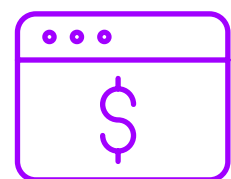
David Crist

SVP & CMO at 3M’s Safety and Industrial Business Group (SIBG)



February 2022

Each month, we speak to a different industry leader about their approach to innovation and emerging trends impacting the sector. For this edition, we have talked with 3M's David Crist about his take on the state of play in industrial manufacturing and his predictions for the game changers that lie ahead.



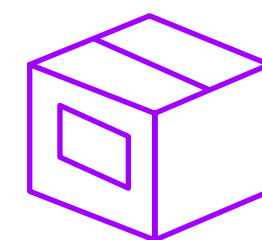
Ecommerce and digital marketing on the rise

Page 3 →



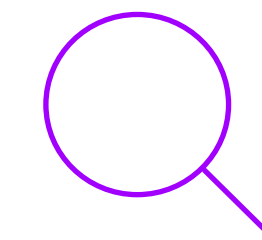
Re-positioning marketing and sales for accelerated growth

Page 4 →



Driving sustainable products

Page 5 →



Top trends to watch that will shape industrial marketing

Page 6 →

In conversation with 3M's David Crist

US multinational 3M is more than 100 years old. Yet its business has evolved faster in the past few years than ever before. Central to helping the business harness change to drive growth is a new, digitally driven focus on marketing, spearheaded by David Crist, SVP & CMO at 3M's Safety and Industrial Business Group (SIBG).

"I'm really excited about taking marketing to a new level of contribution to the company," says Crist. "What excites me is the opportunity for marketing—combined with data, ecommerce, and digitization—to become an equal partner at 3M."

Crist and his team are supporting 3M's product development and sustainability teams to ensure that the company's approach to everything from packaging to new products is meeting specific customer demands. From personalization to the power of brand and analytics, Crist explores a whole new world of digital-first marketing at the iconic company.

What one word describes you best?

Optimistic.

Can you tell us about your journey as chief marketing officer coming from 3M's consumer business to its industrial business?

When I first joined the Safety & Industrial Business, I needed to adapt my mindset. SIBG is a tried-and-true, mainline core industrial business, and the products we sell are marketed differently than the consumer products I was used to in my previous role. In light of that, I needed to navigate a different budget structure and an organization that perhaps wasn't as integrated into ecommerce and digital marketing as it needed to be.

When the pandemic hit, it enabled us to see a much bigger future, faster as everything leapfrogged into the digital world—an increasing group of 3M's customers have expressed a preference for pure-play digital sales models. It's a unique moment and a great opportunity for redefining our sales effectiveness model, as well as our engagement model with our employees.



David Crist
SVP & CMO at 3M's Safety
and Industrial Business Group (SIBG)

[Back to page 2](#) →

Can you tell us more about your approach to data and customer insights? How is this related to your growth agenda?

We want to focus on how we can engage more with end users of our products, in addition to our distributor partners, and data insights and digital tools are valuable assets for achieving this goal. We have an opportunity to help distributors optimize their own business through the tools we're introducing, which help grow both sides of the relationship. We're very focused on end users and creating insights-led marketing programs and measured on-demand generation, so we can create leads that help our channel partners do their business. Working through distribution is a much more intricate and involved process. We're working on increasing our agility and speed of execution through this global distribution model.

We have great relationships with our customers, and our digitally oriented thinking is getting our sales teams more excited about what we can bring to customers. We work with customers to understand their processes and decision making, which enables us to refine how we deliver 3M messaging to them as well as redefine what the customer experience is. We're working on changing from just the sale of a product to the sale of an experience that also includes the delivery of a service. It's a very iterative process, but it's something

that really excites me because the opportunities are huge—especially with 3M, where so many of our products have true efficacy we can show to customers.

Tying data and technology into everything we do at 3M is the key cornerstone of how we're repositioning marketing and sales. We're becoming much more data oriented, and our portfolios are being prioritized based on growth profiles. We focus on those business activities that have the greatest share, penetration, and growth opportunity, along with new product development, because that's core to 3M. As we get more data from more resources, we will start to build up our own data analytics group to uncover what's working and what's not in real time—both for our portfolio and channel partners as well as our sales teams. Then we can continue to refine our marketing activities.

We're at the very start of this process, but it's going to help us be more targeted in how we drive our business and portfolio priorities as well as growth agenda. It's also an important element in SIBG's mission to transform how work gets done, whether that's inside our own company or through tools that help our customers transform their own operations.

[Back to page 2](#) →



3M recently announced a billion-dollar investment over 20 years to accelerate environmental goals, including achieving carbon neutrality by 2050. How do you and your team in SIBG contribute to that ambition?

There is a whole team working on this because sustainability goes far beyond marketing. It's not just relevant to our manufacturing processes—product development is key. This is where we are helping drive focus around sustainability together with our new product development teams. We help think of new product introductions that are sustainable and that will resonate with our customers. Delivering on our sustainability goals requires building on our leadership in breakthrough science and expertise in manufacturing and applications- all while working side by side with customers and channel partners.

As we come out of this pandemic and supply chains open up, marketing will play a key role in driving sustainable products through our effective demand generation programs. Highlighting sustainability and driving towards more sustainable products is incredibly important.

Sustainability is core to our future, how we think about new and current products, and how we evolve our portfolio and long-standing commitment.

Back to page 2 →

What emerging trends will be game changers in the next few years for the industry and 3M?

It's no surprise that there are a lot of changes happening as trends accelerate. Our strategy is to keep our eyes on the horizon, to anticipate what's next, with plenty of room to adapt and change our thinking as conditions evolve.

One of the key things we're focusing on is the advancements in analytics and mining more data sources, to give us the opportunity to discover new customer needs. Insights are key and it will be exciting to see what comes from analyzing not only customer needs, but also effective commercialization strategies.

Personalization and self-serve digital experiences is another area we'll be driving. There are exciting opportunities to further reach our target audiences in a more efficient and personalized manner and digital will drive that. We continue to build self-serve digital experiences to better serve our customers, with a shift to more online ordering options and helping customers and end users find the right solutions for their needs. It's a challenge that our internal teams are excited to work on because it will make for a much better customer experience.

We will also focus on strengthening our brand and sub-brand equities as a means of generating dynamic, profitable growth. With so much choice, brands that resonate and foster loyalty will win. Our customers buy 3M because of the quality and trust in our products and people. That's been true forever and will continue to be true in the future, even as our business model changes.

Last but not least, our people will be the game changer. We focus on building and retaining talent at a global scale. This will become harder in the future, as the pandemic has changed the playing field, giving rise to new workforce trends and rules. For example, faced with the rise of remote work, new flexible work schedules offer a huge opportunity to bring in people who want to work from anywhere, not just our global headquarters in Minnesota.

Globalization is going to open up huge opportunities for us to bring in more perspectives and more cultural relevance as we move forward. It is a very challenging, but incredibly exciting, time to be in marketing because these changes are coming fast.

What inspires you most?

Having worked at 3M and in marketing for most of my career, I'm really excited about taking marketing to a new level of contribution to the company. 3M has been an industrial- and technology-driven company, and marketing hasn't always been at the forefront. What excites me is the opportunity for marketing—combined with data, ecommerce, and digitization—to become an equal partner, and to help all our marketing people drive that. I believe it's been an undervalued function within 3M. The way we're approaching it now, with 3M's evolved business models, gives me great hope and excitement about what we can do to bring the "third M", marketing, into more focus to help drive growth. As a company, 3M is all about unlocking the power of people, ideas, and science to reimagine what's possible. Marketing is a powerful engine for connecting with customers and sparking new breakthroughs that define the future.

[Back to page 2 →](#)

Insights

Perspectives from Accenture experts on topics related to this month's interview



Five focus areas for building future-ready sales

How digital transformation is forcing companies to rethink how they engage customers.



Ready or not: why marketing innovation starts with decluttering operations

Marketing organizations need to innovate to design meaningful and relevant customer journeys.



Online Acceleration Benchmarking Tool

Leading organizations showed a 13%+ boost in revenue growth in our recent report. How does your organization score on the accelerated growth parameters?

Spotlight

The recently released Fjord Trends report is focused on customer behavior and its resulting impact on society, culture and business for this year.

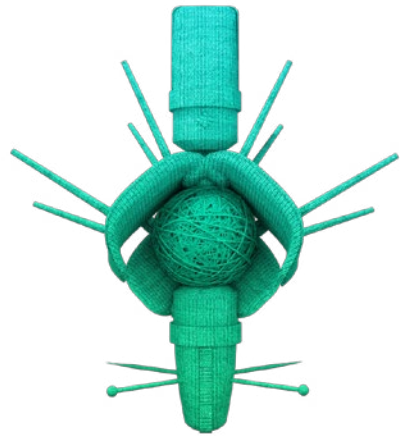
Nearly two years of disruption to the fabric of society has resulted in a collective shift in people's relationships with work, consumerism, technology and the planet, pushing companies—including industrial ones—to design and deliver new ways of doing business.



Accenture Interactive

Fjord Trends 2022, our 15th report, highlights five major trends that will shape your business in 2022:

1. Come as you are



People are fundamentally thinking differently about their sense of agency over their own lives, supported by new opportunities like the side-hustle economy. The rise in individualism and independence has major implications for organizations, relationships with employees and consumer-creators. Businesses should keep this in mind when defining their value proposition to attract and retain employees.

2. The end of abundance thinking?



Those who have been able to rely on the availability and convenience of the things they want are having to think again. Scarcity, shortages, distribution delays, austerity laws and sustainability factors are driving forward the nature-positive movement and a more measured approach to consumption.

3. The next frontier



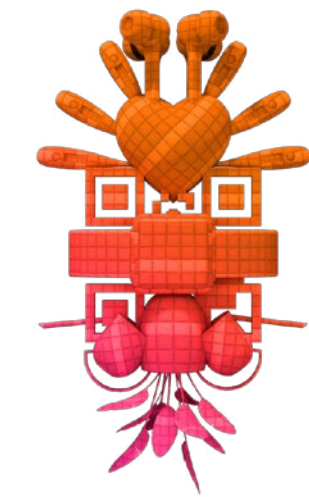
The metaverse is showing promise beyond its gaming roots to offer people and brands a new place to interact, create, consume and earn. Its true potential is yet to be seen, but it has the makings of a new cultural evolution. Finding success here will rely on brands' understanding of their customers in this new world.

4. This much is true



Asking questions and having them answered immediately has become part of everyday life, but people are increasingly doubting the answers they get. Combined with the proliferation of channels and sources, this is a design and business challenge. Those who meet it will earn trust and competitive edge.

5. Handle with care



The desire to care is a fundamentally human trait, but it's now more visible, valued and openly discussed. Regardless of their connection with health, organizations must now define how they embed care into their practices and offerings—for employees, customers and wider society.

In closing

Despite industrial customers' increasing expectations for a digital purchasing experience, many industrial companies have been slow to deliver. Companies that digitize their sales and marketing operations though can gain a huge competitive advantage.

Are you missing out on the biggest short-term driver for growth for your business?

Digital commerce has accelerated since the pandemic and B2B customers are expecting a hyper-personalized experience. While the benefits of pivoting the business to digital channels and tools are clear, our survey of sales and marketing executives around the world found that only 7% of industrial companies are likely to make this change in the next two years. That's a missed opportunity.

The insights provided by 3M's David Crist in this edition of The Industrialist, provide you with more flavor of how transformative a digital marketing and sales agenda can be. 3M has one of the most complex industrial sales portfolios out there, and there is a lot to learn from successful industrial companies like 3M when moving on this digital sales transformation

journey. 3M is also an example of a company that is completely dedicated to thriving in this new world, embodied by transforming how work gets done.

You can read more about the report titled "High-Voltage Digital Sales" and the five key capabilities that industrial companies need to develop to successfully re-design how they go to market at this [link](#).

Best regards,



[Thomas Rinn](#)

Senior Managing Director,
Global Industrial Lead, Accenture



About The Industrialist

The Industrialist is our monthly digital magazine that puts game-changing perspectives in the spotlight. It combines thought-provoking content and insights, to keep you on top of what's new in the industrial industry.

Featuring different CXOs and diverse views, you can be inspired by leading innovators, explore the latest trends, tools, technologies, and innovations, and ignite your industry interest with transformational thought leadership.

[Subscribe](#) today and discover how to lead the way.

Visit us at www.accenture.com/theindustrialist

About Accenture

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services — all powered by the world's largest network of Advanced Technology and Intelligent Operations centers. Our 674,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities.

Visit us at www.accenture.com

This document makes descriptive reference to trademarks that may be owned by others. The use of such trademarks herein is not an assertion of ownership of such trademarks by Accenture and is not intended to represent or imply the existence of an association between Accenture and the lawful owners of such trademarks.

Copyright © 2022 Accenture. All rights reserved.
Accenture and its logo are trademarks of Accenture.